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Oakland. City Manager.

City organization for community development. 1974.



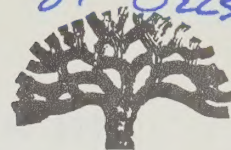
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CITY OF OAKLAND



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Office of the City Manager

Cecil S. Riley

City Manager

November 26, 1974

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HONORABLE CITY COUNCIL
Oakland, California

JAN 6 1981

Subject: Organization for Community Development

Mr. Mayor and Members of the City Council:

At the Council meeting of last Thursday, the City Council requested the City Manager, Oakland Housing Authority, and the Oakland Redevelopment Agency to provide the Council with their comments regarding the McManis Associates report of November 12, 1974, and the Mayor's proposal for implementation. Each has responded as requested.

The City Manager and the two Agency Executive Directors have met on several occasions for the purpose of attempting to develop a concept acceptable to the Council that could be implemented in Oakland that would:

1. Embody the spirit and intent of the Housing and Community Development (HCD) Act of 1974;
2. Expedite the HCD Program in Oakland;
3. Take full advantage of the myriad of resources within the City in a well directed and coordinated fashion; and
4. Continue to develop and improve intra-City

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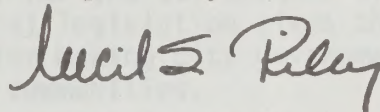
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November 26, 1974

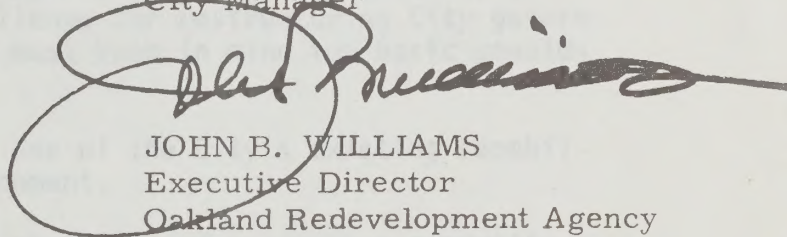
government organizational relationships.

We individually and jointly believe that the attached proposal will accomplish those objectives and strongly recommend its approval by the Council.

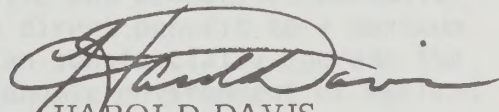
Respectfully submitted,



CECIL S. RILEY
City Manager



JOHN B. WILLIAMS
Executive Director
Oakland Redevelopment Agency



HAROLD DAVIS
Executive Director
Oakland Housing Authority

Attachment

CITY ORGANIZATION FOR COMMUNITY DEVELOPMENT

There is no question that the Federal community development program provides the City of Oakland with genuine opportunities for eliminating slums and blight in its low and moderate income neighborhoods and for building a better urban life for all the people of the City. By simplifying the delivery of Federal assistance to the cities and giving local government more responsibility for the utilization of Federal resources, the recently enacted Federal legislation gives the City the necessary techniques and resources for making City government directly responsive to the needs of the communities.

To take full advantage of these opportunities clearly presents the City of Oakland with a major challenge for restructuring City government. To meet this challenge, we must keep in mind two basic considerations.

- . the need to make optimal use of the City's existing capabilities in community development.
- . the need to provide comprehensive and productive community development programs that give direct benefit to a maximum number of residents and that can substantially upgrade the total physical, social, and economic environment of Oakland communities.

At the same time we must recognize, as the Mayor has stated, that restructuring is a terribly complex process, involving a large number of City departments and agencies and a complicated network of staff functions and arrangements. In light of these complexities, it would be unwise to move hastily into a major scheme for City reorganization. What is needed is a more sensitively developed structure that operates within these complexities to augment the City's planning and management capabilities in community development and to establish an effective program delivery process that provides direct comprehensive services to Oakland communities.

This statement provides a City structure for community development that can enable the Mayor and City Council to effectively meet these aforementioned challenges and considerations. The proposed structure is designed to strengthen coordination and implementation of the City's various community development functions without introducing new levels of government or dramatically disrupting the functions of existing City departments and agencies. While this structure does not resolve all the transitional issues to be faced in City organization for community development, it can enable the City to more immediately on community development activities for the coming year and

put us on better footing for dealing with the more complex issues of reorganization.

I. Overview of Proposed Community Development Structure

In brief, it is proposed that the City Manager establish two basic organizational mechanisms for carrying out City community development activities.

- 1) a community development policy planning team, consisting of City department heads and agency directors involved in major community development activities, and designed to assist the City Manager in carrying out overall planning and management of community development activities for the Mayor and City Council.
- 2) a comprehensive community development implementation process with recommendation that the responsibility for carrying out elements of the program be delegated to the Redevelopment Agency through a contract with the City.

Through these two proposed organizational mechanisms, the Mayor and City Council can therefore be assured of a community development structure that will not only meet the opportunities presented in the recent legislation, but that will equally provide for that local government control within the City of Oakland that is the necessary ingredient to success. Below is a detailed description of both mechanisms. A summary and chart showing the overall organization of the proposed structure is given at the end of this statement.

II. The Community Development Policy Planning Team

The Community Development Policy Planning Team would operate out of the City Manager's office. In addition to the City Manager, following are some of the City departments and agencies that will be members of the team: Finance, Public Works, Planning, Parks and Recreation, Building and Housing, the Housing Authority, and the Redevelopment Agency.

This team would be responsible for the overall planning, apportionment, and management of the community development block grant in accord with the priorities established by the Mayor and City Council. More specifically, their activities would involve: preparation of the application and providing budget, management, and monitoring and evaluation services for community development activities. This includes assisting the City Manager in reviewing and determining the type and scale of contributions to be made by participating City departments to the City's overall community development program. Based on the determinations made by this team, the City Manager will then be responsible for assuring effective coordination and implementation

of community development activities.

III. Implementation of the Community Development Program

The Redevelopment Agency will have program and financial responsibility for carrying out elements of the City's comprehensive community development program. This would be done through a contract with the City which would set forth with particularity the guidelines and responsibilities which the Redevelopment Agency must follow in carrying out community development activities. In this context, it is imperative that the City fully draws upon its knowledge of other Federal, State, and private funding resources to supplement the community development block grant. It is recommended that this type of overall coordination of available program resources be included among the major community development responsibilities of the Redevelopment Agency.

Specific program areas for which the Redevelopment Agency will be responsible include residential, commercial, and industrial renewal, economic development, social programs, and housing rehabilitation and construction. In the one year transitional phase, staff from Model Cities, the West Oakland Planning Committee, and the Community Action Program will be assigned to the social program element of the Redevelopment Agency's community development activities. Coordination of the Redevelopment Agency's housing activities with those of the Housing Authority will be handled through a memorandum of understanding between the two agencies. The Redevelopment Agency will also be responsible for working with and providing supporting staff services to the community development districts, as approved by the City Council.

The City Manager would be responsible for contract administration and monitoring on behalf of the City. In order to ensure that the community development monies are properly allocated and efficiently administered, a monitoring and evaluation section would be established within the City Manager's office. This section would work closely with the Budget and Management Service Department (Office of Finance) in carrying out fiscal and program audits.

The City Manager would also be responsible for coordinating activities of City departments involved in community development activities. These activities and staff assignments would be specified in the annual community development program approved by the City Council.

Through this contractual arrangement, the City can be assured of effective program delivery that makes maximum use of the Redevelopment Agency's demonstrated experience and capabilities in community development within the overall administrative responsibilities of the City Manager. At the same time, the Redevelopment Agency can strengthen its scope of program activities by building more effective social programs and expanding physical and economic development activities.

Conclusion

As indicated earlier, these proposed mechanisms do not resolve all the difficulties and complexities to be faced in a full City reorganization effort for community development. However, they do allow us to make a start. They allow us to move ahead to meet the City's community development challenges in a manner that avoids the mistakes of over-hasty decisions and allows us to better prepare ourselves for a productive and effective transitional period.

SUMMARY

The attached chart depicts one concept that could be used to implement the 1974 Housing and Community Development Act of 1974 in the City of Oakland.

Following are some salient features of the concept:

- 1) Responsibility for the community development program remains with the City Council and City Manager. Crucial programmatic decisions (goals and objectives) are made at the Council level and implemented at the City Manager level.
- 2) Control of the community development program remains with the City Council and City Manager.
- 3) Elements of the community development program are contracted to the ORA (and other agencies, if feasible) which has a demonstrated capacity for the accomplishment of community development-type programs.
- 4) The City, through various of its departments, would conduct appropriate elements of the community development program.
- 5) The concept recognizes the need for various types of funding and would accommodate the development utilization of various funding sources.
- 6) The concept provides for citizen participation on its "vital" points, i.e., Council, City Manager and contracting agency.
- 7) The concept is "elastic". It can be expanded or contracted as the situation demands without major organizational change.
- 8) The concept makes use of a Program Policy Planning team that has the accumulative skills and resources to deal with community development from a variety of relevant perspectives.

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The following are the major findings of the study:

1. The study found that the community development program was successful in providing housing and other services to the community.
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